

8 January 1974

MEMORANDUM FOR: DDO/TRO

SUBJECT : Documentary Materials Needed for Training

REFERENCE : Our memo, dated 18 October 1973, subject:
Training Conference Findings (para 5)

1. There are two categories of instruction with which we must be prepared to deal: the formal group instruction and the tutorial instruction principally for NOC officers. In both categories of instruction it certainly is incumbent upon the instructors to be up-to-date in their knowledge of both policy and doctrinal changes. In the case of NOC officers, this knowledge must go beyond the general and deal with the specific policies and procedures of the Division concerned. You may find, therefore, that the kinds of material needed are rather broad and may look to be all-encompassing. We would hope that selectivity would still be exercised. By and large the Divisions have a right to expect when their people are trained that they are trained with the benefit of the most current knowledge on the part of the instructional staff.

2. The following categories of information will help OTR discharge its responsibilities in the most satisfactory manner:

A. Dispatches or cables that reflect changes in

- (1) Administration, finance and logistics;
- (2) Operational doctrine and methodology;
- (3) Target priorities;
- (4) Reports format or requirements;
- (5) DO or Divisional policies; and
- (6) Management procedures

B. Summaries or studies on host country intelligence and

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security services, including the nature and extent of liaison, where pertinent.

- C. Case studies suitable for seminar discussion or containing teaching points involving failure or compromise due to poor practice of tradecraft or success as a result of particularly good use of tradecraft.

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3. In all cases we would appreciate receiving three copies of this material so it can, with a minimum of delay, be forwarded to either [REDACTED] or both and a copy retained here so that we know where everything has gone. Automatic distribution will not be made. Material will be screened here and that which is not needed by one or the other component, destroyed and a record kept of its destruction. The problem of case studies will be the most difficult no doubt, particularly as personnel cutbacks reduce the available time for summarizing cases. However, if cases can be identified to us, it is possible that at any given time we can have one of our instructors do the case study from the raw file material and we would be glad to consult with you on this in general or on individual cases.

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[REDACTED]
Special Assistant for
Operations Training.

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